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CAREER SERVICE APPLICATION OF SUGGESTIONS  
MADE IN DDCI MEMORANDUM DTD 12 JUL 76

The DDCI memorandum of 12 July which transmitted the PDP for FY 77 to the Deputy Directors, included six policies or goals for the preparation of this cycle of PDP. Those that lend themselves to statistical analysis are commented upon herein; the others can be judged only after review of the name lists and discussions with the Heads of the Career Services.

The goals and analyses are as follows:

- a. Goal - Identify vacancies as specifically as possible.

Analysis - Achievement of this goal can be judged only by a review of Chart VII, "Identification of Expected Vacant Executive Level Positions (GS-15 - GS-17 and SPS) FY 77 - 79."

This chart is retained by the Head of the Career Service for discussion with the DDCI and is not made available to the Office of Personnel.

- b. Goal - Identify for each vacancy a minimum of two individuals qualified for the assignment.

Achievement - for FY 77 the statistics are as follows:

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25X1

|        | <u>Qualified<br/>Replacements</u> | <u>Vacancies</u> | <u>FY 77<br/>Ratio</u> | <u>For Comparison<br/>FY 76 Ratio</u> |
|--------|-----------------------------------|------------------|------------------------|---------------------------------------|
| Agency |                                   |                  | .77:1                  | .35:1                                 |
| DDO    |                                   |                  | .62:1                  | .33:1                                 |
| DDI    |                                   |                  | 1.45:1                 | .49:1                                 |
| DDS&T  |                                   |                  | .62:1                  | .27:1                                 |
| DDA    |                                   |                  | .95:1                  | .39:1                                 |
| E      |                                   |                  | .26:1                  | .15:1                                 |

The projections for the subsequent two years reflect no substantial change in the ratio either in the Agency as a whole or in any of the Career Services.

As indicated in the above chart, the ratios reflected in this year's PDP are greatly improved over last year's ratios. We cannot tell, however, if the increased numbers of qualified executives came about as a result of one or two years of planned development and training or if the increase is a result of a more thorough review of the requirements and the qualifications of the personnel available. This could be clarified in discussions with Heads of the Services. Each Career Service has increased its number of GS-15 officers in developmental training and assignments which should in the course of time further improve the ratio between qualified executives and executive vacancies.

- c. Goal - Be aware of the personal goals and plans of each executive level officer so incompatibilities between their plans and Office goals and plans can be reconciled.

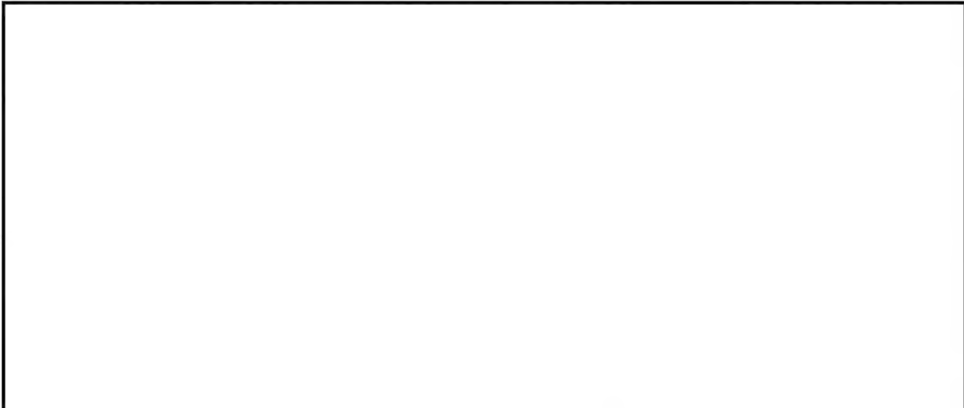
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Achievement - While not a completely accurate measure of this goal, indications of achievement can be gained by the following analysis of Chart IA, "GS-15 - GS-17 and SPS Positions Expected to Become Vacant."

|        | <u>FY 76<br/>Vacancy<br/>Projection</u>   | <u>FY 76<br/>Actual<br/>Vacancy</u> | <u>FY 76 %<br/>Miscalculations</u> | <u>For Comparison<br/>FY 75 %<br/>Miscalculations</u> |
|--------|---|-------------------------------------|------------------------------------|---|
| Agency |  |                                     |                                    |   |
| DDO    |   |                                     |                                    |   |
| DDI    |   |                                     |                                    |   |
| DDS&T  |   |                                     |                                    |   |
| DDA    |   |                                     |                                    |   |
| E      |   |                                     |                                    |   |

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This chart clearly indicates more accurate projections of the number of executive vacancies occurring during the year. It can be assumed this higher degree of accuracy is the result of management's increased understanding of the personal goals and objectives of the incumbent executives. Discussions with the Heads of the Career Services, however, would be needed to gain a fuller understanding.

- d. Goal - Ideally have a minimum of three individuals in the feeder group, GS-13 through GS-15, being trained and developed for each executive position on the staffing complement.

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Analysis - To accomplish this goal as stated, all

25X1 [redacted] would necessarily be in a PDP development program. We recommend the goal be modified to have three officers identified in the feeder group or Developmental Roster for each anticipated executive vacancy over the three year period. With this objective in mind, the following statistics are provided for FY 77 PDP:

25X1

|        | <u>Employees On<br/>Developmental<br/>Roster</u> | <u>FY 77 - 79<br/>Position<br/>Vacancies</u> | <u>FY 77<br/>Ratio</u> | <u>For Comparison:<br/>FY 76<br/>Ratio</u> |
|--------|--|--|------------------------|--|
| Agency | [redacted]                                       |  | 2.01:1                 | 1.59:1                                     |
| DDO    |  |  | 1.66:1                 | 1.47:1                                     |
| DDI    |  |  | 4.22:1                 | 2.34:1                                     |
| DDS&T  |  |  | 2.75:1                 | 2.32:1                                     |
| DDA    |  |  | 1.86:1                 | 1.32:1                                     |
| E      |  |  | .75:1                  | .62:1                                      |

- e. Goal - Know the personal plans and goals of each individual on the Executive Developmental Roster.

Achievement - The plans and goals of the individuals on the Developmental Roster may not always agree with those of the Career Services and outside circumstances may force certain actions. It appears, however, that the goals of Career Services and the goals of the individual officers during FY 76 were in substantial agreement.

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Lines 12 and 13 of Chart IIB Supplement, page 4, tend to substantiate this appearance as they report only 15 individuals, or 13% of the Developmental Roster, either retired or resigned. Line 11 of that chart reports 140 individuals on the Roster were dropped from the PDP but stayed with the Agency. This number testifies to the on-going review of all PDP identified officers and is a healthy activity.

f. Goal - Identify and schedule specific developmental requirements for each individual on the Roster.

Achievement - The following statistical summary provides a partial analysis of this ; however, a review of the listing on Chart VII, Developmental Roster - Name Listing, not available to the Office of Personnel, would be necessary to complete the analysis. Also discrepancies have been identified between Charts IIA and VI, both of which deal to some extent with training and developmental assignments - these discrepancies are discussed in the page by page analysis.

Executive Developmental Roster  
Chart II A  
Development/Training Experiences

|        | FY 76<br>Goals | FY 76<br>Achievements | FY 76 %<br>Achievement | For Comparison: 25X1<br>FY 75 %<br>Achievement |
|--------|----------------|-----------------------|------------------------|--|
| Agency |                |                       |                        |  |
| DDO    |                |                       |                        |  |
| DDI    |                |                       |                        |  |
| DDS&T  |                |                       |                        |  |
| DDA    |                |                       |                        |  |
| E      |                |                       |                        |  |

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The above chart indicates a higher percentage of achievement of the development training/assignment goal than was experienced last year.

Chart VI  
Training GS-13 - 15 Only

|        | <u>FY 77<br/>Individuals<br/>On Roster</u> | <u>FY 77<br/>Sched Develop<br/>Experiences</u> | <u>FY 77<br/>Ratio</u> |
|--------|--|--|------------------------|
| Agency |  |  | 1:1.01                 |
| DDO    |  |  | 1:0.52                 |
| DDI    |  |  | 1:1.12                 |
| DDS&T  |  |  | 1:1.36                 |
| DDA    |  |  | 1:1.25                 |
| E      |  |  | 1:0.52                 |

25X1

It is felt a good ratio between individuals identified for executive development and the number of developmental experiences for one year would be not less than 1:1.25. This ratio would provide one developmental experience for each officer and a second experience for 25% of them. Based on this approach, both the DDO and E Services project less than half the desired number of developmental experiences. Close monitoring of the name listings would be required to assure each officer received the needed development as opposed to several officers receiving multiple experiences.